



MEETING NOTES
CENTRAL WATERFRONT PARTNERSHIPS COMMITTEE
MEETING 4 MARCH 18, 2010
3:30 – 5:30 PM Bertha Landes Room, Seattle City Hall

ATTENDEES

Carol Binder
Mahlon Clements
Joshua Curtis
Bob Davidson
Bob Donegan
Rollin Fatland
Gary Glant
Patrick Gordon
Craig Hanway
Gerry Johnson
Bob Klein

Ed Medeiros
John Nesholm
John Odland
Vlad Oustimovitch
Jan O'Connor
Mark Reddington
Charley Royer
Catherine Stanford
Brian Steinberg
Heather Trim
Ron Turner
Todd Vogel
Margaret Walker

Commission Members

Josh Brower, Planning Commission
Mary Johnston, Design
Commission
Donna Kostka, Board of Park
Commissioners

Ex-Officio Members

Peter Hahn, SDOT
Joe McWilliams, Port of Seattle

Review Changes to Guiding Principles & Update on Schedule

Marshall Foster summarized some modifications on the guiding principles and suggested tabling further comments on them, and suggested that committee members can also directly contact Maggie and Charley with comments.

Marshall summarized the exchange of letters from the CWPC to the City Council/Mayor Requesting clarification on the schedule recommendations in light of the expressed desire to accelerate contracting with a central waterfront design team and increase coordination between this team and the seawall design team. The joint letter received in response from the Mayor/Council requested the CWPC's initial recommendations by April 30th on the process for selecting consultant, scope of project, and public oversight and engagement.

Subcommittee Updates

Partnerships Subcommittee Update - Gerry Johnson

- Subcommittee is tasked with identifying roles and responsibilities for entity or entities to be formed, nature to be determined to functioned as a focal point or glue to pull together multiplicity of relationships needed over time to make project of this scale and complexity to be successful.
- The Subcommittee's approach began with a discussion of types of entities of using specific examples with which folks are familiar. They are looking at examples and best practices that may be applicable throughout the project, understanding organizations and relationships that have been in play in that context. (On PPT: "Update on Partnerships Subcommittee).

- Not to jump into nature of entities, referring the “its” or “it” to be determined. Process is “iterative” as per Maggie Walker.
- The next step taken at the most recent meeting is to take the project in all of its many components and identify the potential roles of entity/entities at each stage of project.
- Accepted as a given: role of the City would remain the owner in a procurement context, and the management of the projects will be by city staff. The subcommittee is looking at what role an independent “it needs to play at each stage -- keeper of the flame, custodian of the vision, providing advocacy, oversight and programming. Entity could be engaged public engagement and involvement public participation and public awareness, constituency development etc. (recognizing at some point voters would likely tax themselves to provide funding for some of the elements of this project). Entity should be involved to pull together multiple partnerships that are needed to complete this project. Highly leveraged project with lots of people, entities, and funding resources, and constituents and so on many of which need to be bound together will need to be bound together by contractual agreements. The entity will be honest broker, documenter of many of these relationships many of which itself will be party to. Philanthropy will be included at some point. There is recognition that the entity will need to demonstrate solid stewardship of assets as they are produced.
- The public spaces will need to be well maintained and specially maintained, and expensive due to its heavy use.
- There is the possibility of some limited development activity with the spaces provided by removal of viaduct (not expected to be very large). The entity or companion entity may need to be responsible for managing/contracting with commercial activities and channeling net revenue for those back to underlying asset.
- At the next subcommittee meeting they will look at the geography from top to bottom and identify areas entities and activities which we would develop formal or informal relationships. Taking a wide range of forms, spirits of influence for certain types of entities to develop resources independently and take responsibility for subparts of geography. Scopes of work of design team include possibility of design work and design activities along the waterfront to avoid monotony and to provide different resources in particular areas.
- Ron Turner - How do you control power relationship between entity we’re talking about and the city, Board of Directors representing the city group and city being agent or entity respond to the city and consultants? There is significant difference due to power neutral relationship, an essential part of the institutional development.
- Gerry Johnson - This is organic and different than anything else that have been developed here. Will be drawn on what’s been developed here and elsewhere. Will unfold differently than how we’d imagined when we started. Will depend on how strengthen themselves and with others to exercise significant influence to have a significant role.

Process Subcommittee Update - Patrick Gordon

- The Subcommittee is looking at a phased design process: Planning/conceptual design phase and design phase

- Planning phase: develop vision, framework of vision, think about waterfront in greater context. Integration of waterfront design with other projects, planned or anticipated. Integration with seawall design, not two separate processes. Exploring possibilities and opportunities.
- Consultants to be involved in public engagement and understanding what that process is, in broad sense. Think of the water as a city process, and stakeholder engagement, are there special interests who do own property in the waterfront to integrate into this process, along with city, state and not for profits.
- Address core elements, broad scope, team have capability from habitat to implementation from public component of this to private component of this.
- Engage in a broader scope as possible those things that are involved in the planning process in this first phase.
- Designing phase: scope area defined by the first phase of work. This is a work in progress, we've made some progress but we've got a ways to go.
- Next phase of subcommittee work: looking at contracting approaches, number of conversations about this. Several options...
 - 1) Interdisciplinary team capable of delivering on multiple phases of process, number of teams added to different parts of the process. Team members to be added as we discover the need, not committing up front of everything we think we know of the process.
 - 2) Interdisciplinary team have limited scope of design and go out and advertise for additional teams and team members.
 - 3) Hire a team and going start to finish with that team.
- Committee leaning towards first option.
- Selection process, request for proposal and request for qualification.
 - RFP: Ask for specific response from consultants, ask for a specific response, we don't think we're there yet, we don't think we'll be there in the time frame requested
 - RFQ: Asking respondents to state perceived qualifications for this process. Ask for flexibility and consultants coming back for creative thinking of how they'll approach this project.
- There is general agreement on using a request for qualifications, looking at coming back with the scope to splitting into two components: planning and designing. Interdisciplinary team, with teams or teams added as scope is defined and becomes more clear.
- There will be two more subcommittee meetings before we forward our recommendations to the CWPC.
- John Odland - With time we are given, are you compromising quality of process? Hundred year project, limited by April 30th deadline, the group is not able to fully delve into things that need to be looked at.
- Patrick Gordon - Yes and no. Benefit: let's get on with it. Looking to be flexible in this process, looking for public engagement. In the actual selection process, reviewing process, and public interviews of qualifications and process. It would be easier if it was longer.
- Marshall Foster - One point in the joint Mayor/Council letter was clear; need to seize the opportunity for the seawall design to connect with design of waterfront.
- Todd Vogel - Bringing in people who are not involved in process.

- Marshall Foster – Referring to the draft schedule showing how pieces fit together. Bottom row talking about seawall replacement project, key element of that project is environmental permitting and review. Mid-2011, land on preferred on design treatment of design of seawall component itself.
- Todd Vogel - How much overlap?
- Marshall Foster - Six months of overlap
- Todd Vogel - Design seawall is to involve public interaction. How much of that are we foregoing?
- Marshall Foster - Six months overlap: combined outreach coming together, combined outreach for waterfront and seawall. Culminate around seawall design, and public involvement will continue for two years after for waterfront process.
- Heather Trim: The process subcommittee has discussed that the selection process envisions shortlisting RFQ 3-5 teams, having them present, present prior to August of 2010, and public would have a lot of weigh in of which team to pick. Comment on scope slides: don't see art, number two, need to add art and culture.
- Patrick Gordon - Good catch, there are more. Contrast presented in comprehensive way.
- Ron Turner - Choice of hiring consultant right now to be able to carry through over time. Viaduct by schedule is not coming down until 2016, park is not built until 2018. Between the establishment of framework design and actual construction is a gap in time. Flexibility overtime: are we tied to same group of consultants? Has to be considered, discordance of carrying through. Have that be considered.
- Patrick Gordon - Important point. Two ends of spectrum, framework be enduring framework over years. Within framework go back and look at different things. Need to work on, how to create continuity and flexibility at the same time? When we can do something: part of this RFQ - let's explore this opportunity that may precede final outlook. Looking for ways to celebrate construction process to generate excitement. Consultants paint the picture of where we might go and how we get there.
- Mark Reddington – The schedule is fast, but not too fast. The city has been fiddling around for a long time. There is value in intensity, need to think through. Embrace that. Not at risk if we're careful and capitalize on opportunity to be focused and intent on the way we do it.
- Marshall Foster - City holding back other elements, lots of hands on final elements on waterfront. Element on RFQ, two step process. The Central Library worked well - Started off by going out and asking for best planning and design team out there, hiring based by qualifications, have short list of candidates, sit down with public talk about philosophy, strengths, don't propose design at that phase.
- Peter Hahn - What is the expected date of accepting RFQ?
- Marshall Foster – Issuing in mid-May and selection in mid July
- Charley Royer: -Seawall project limitations, include waterfront park, big piece of waterfront design, big chunk of that jumps out at us during the process. Look at this and focus on a special piece, figure out away to put that off or to think about it in a different way.
- Patrick Gordon – Need to think of these as opportunities.
- Bob Donegan - With the RFQ potentially on its way, need to get the word out and build the buzz. It's getting out there. Opportunity down the road, and world ought to be watching.

- Mahlon Clements - How to inform world of opportunity? How to get the word out? There is a long process for collaborations, multidisciplinary.
- Ron Turner - Concern about seawall going forward without coordination with this committee stewarding going forward. Seawall not going to start in any detail unless it's integrated in process of waterfront. If we bring in a world class for initial frame, what will they do? In approaching shoreline in a way that we don't know about yet. Suggest this committee be folded into seawall menu development, more oversight than liaison if this committee is functioning in the way it should be.
- Charley Royer - That's the direction the city would like to go, but we need to figure out the mechanics of it. Thought from the start that was part of committee's work.
- Marshall Foster - This is the next Partnerships subcommittee topic - how to structure the oversight. Will oversight for waterfront and seawall be the same group of people? Should it be a subset of this committee? Creating spirit of this collaboration, it raises issues of timing. One thing that would help gel that is one advisory group, and not two groups.
- Craig Hanway - Date seawall move forward 6 months. What date is this phase is based on?
- Steve Pearce - Timing, environmental and permitting process, including, ESA consultation and endangered permitting process. Need to identify preferred alternative for seawall, need to happen spring of 2011. Hired capable consulting team, involving public.
- Craig Hanway and Heather Trim - Seawall being pushed forward by 2015? What's pushing it?
- Steve Pearce - Mayor established a goal to have seawall completed by 2014. Developing more precise answers that's what you're seeing here versus any change in the delivery date.

Marshall Foster - Next Steps—process subcommittee will be turning on question on public engagement and involvement, advisory function, how will that work? Digging into framework plan. Key questions and issues that need to get resolved, description of qualifications. Please come to subcommittee meetings and get your voice in.

Best practices Example Bob Weinberg: Presentation of Post Office Square

- If you take care of a place, people will also take care of it.
- Glass fountain feature, outdoor café, animation point for café at all times.
- Paid park rangers
- No performances, but there is live music
- Design Idea: living room
- No playground, but wanted a place that was hospitable for children
- Need continuity and tight management in order for people to open up their checkbooks
- Structure: Small board to run the entity, all big time people, we were out to raise \$81 mil, had to have fiscal responsibility. Were not responsible for central design of park or garage, combination of advisory and public engagement.
- Program Committee, disbanded and appointed by Mayor.
- Design Review Committee, picked a designer and did the design.

- Technical Committee, made up of technical people, digging 85ft deep hole in the city, needed contractor who was a great geotechnical guy. Helped pick parking garage and operator, geotechnical engineer, etc.
- Relatively small committees, who met a lot, and a bigger committee who met less frequently than public meetings.
- Do research: Hired a planning firm, look at 100 parks in N. America, north and middle of the country. Came back and did half day arm chair field trip, showed slides of parks they visited and good and bad things about them. Picked four cities to go to, William H. White met in NYC. Planning firm did baseline research, utilities, wind corridors, water impacts, get it out of the way to get what we were dealing with.
- Create a program: Looking at space in intellectual way. Use planning consultants to see who client is. Market analysis, customers, wants. Be disciplined. Fine grained. Multiple layers of tourists, think of them as disciplined way. Neighborhood people who may want to come down or not depending what you give them.
- Financing: Borrowed money \$85 mil.
- Aesthetic direction: fountain with water disappearing. Food: control over food service. Didn't want it to appear commercial, limit it to 500 ft square box.
- Big performances: hard to service, port-a-potties. Wanted soft space.
- Aesthetic direction to architect: want to have a space that looks like it's always been there.
- Create entity: would be a great thing for this committee.
- Get operations and maintenance people in the playing field early on
- Heather Trim - Now why is there not a traffic jam? How parking was priced and ran.
- Mahlon Clements - How would you do it and you looked ahead and had no parking revenue? Never considered that because parking is so essential to this part of town.
- Marshall Foster - How would programming look when you're trying to bring so many people in the space?
- Bob - Have a clear vision